



Clarke County Fire-Rescue 2016 Annual Report



CLARKE COUNTY VA

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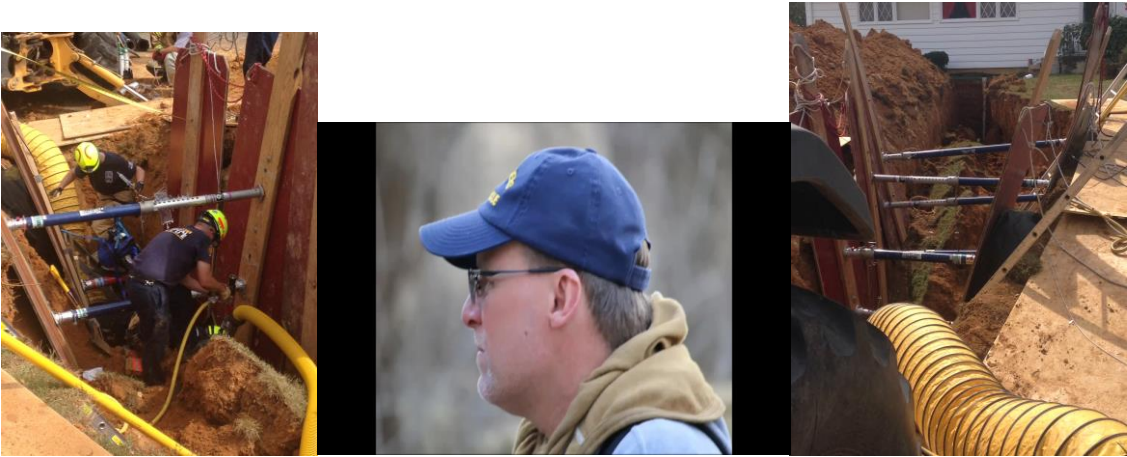
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Directors Message

This report gives an overview of activates performed by the Clarke County Fire-Rescue combination system in calendar year 2016. Our combination career-volunteer system is comprised of five departments;

- John H. Enders VFD
- Boyce VFD
- Blue Ridge VFD
- Mount Weather Fire Department
- Clarke County Fire, EMS and Emergency Management



We pride ourselves in providing the best possible service to our customers through the use of state-of-the-art equipment, services and professionalism.

We take pride in providing these services in a fiscally responsible manner, which provides the best possible service to our customers with the best of use of donated funds and tax revenue. This year's Annual Report focuses on the emergent and non-emergency calls for our system and the strategic goals outlined in the Clarke County Strategic Plan.

Department Mission

The Clarke County Department of Fire, EMS and Emergency Management, a unified career and volunteer service department, provides safe and professional response to fire, medical and environmental emergencies. The Department is dedicated to minimizing the loss of life and property through suppression, rescue, education, and other programs

Department Vision

The vision of the Clarke County Department of Fire, EMS and Emergency Management is to be fully integrated combination volunteer and career fire, EMS and Emergency Management organization in which well-trained, multi-discipline and highly-skilled personnel utilize state-of the art equipment, technology and apparatus to provide the highest quality of Fire, EMS and Emergency Management Services.

Core Values

Professional Excellence-

- Provide the highest level of compassionate service at all times
- Maintain readiness through preparation and education
- Investigate and implement change carefully and effectively
- Accountable to our community, each other, and the Department

Teamwork-

- Recognize the long-standing traditions of the community and integrate career and volunteer service
- Know and respect everyone's roles and responsibilities
- Collaborate to achieve Departmental goals
- Share authority, responsibility, and credit

Integrity-

- Value the trust placed in us by our community, by acting in the best interest of citizens
- Demonstrate honest and ethical behavior at all times
- Respect others by being courteous, an active listener, responding appropriately and honestly, and have the willingness to apologize
- Honor commitments to the community, Department, and each other
- Strive to treat all people with fairness and equality

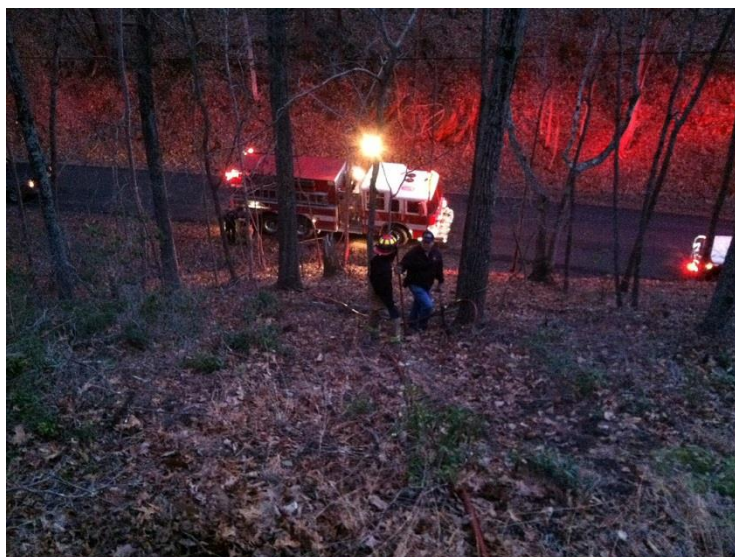
Department Leadership Philosophy

The Clarke County Department of Fire-Rescue is committed to providing the highest levels of customer service. We provide this service by always striving to "WOW" our customers through an approach that concentrates on the five basic rules of "WOW" customer service;

- Regard everyone as a customer
- Consider how you and what you are doing looks to others
- We are always in the public eye
- Basic organizational behavior must become customer-centered
- We must continually improve our customer service performance

To deliver the highest levels of service to our customers, we believe in the principles of "Servant Leadership". A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the "top of the pyramid," servant leadership is different. The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible. The 10 principles of Servant Leadership are;

1. Listening - Making a deep commitment to listening intently to others in order to identify and clarify the will of a group. This means one must get in touch with one's inner voice and seeking to understand what another's body, spirit and mind are communicating.
2. Empathy - Understand others and empathize with them by accepting and recognizing their special and unique spirit. The servant-leader must assume the good intentions of their coworkers and not reject them, even when forced to reject their behavior or performance.
3. Healing - Having the potential to heal one's self and others so that transformation and integration can take place. In *The Servant as Leader*, Greenleaf writes, "There is something subtle communicated to one who is being served and led if, implicit in the compact between the servant-leader and led is the understanding that the search for wholeness is something that they have."
4. Awareness - Being mindful of one's surroundings, and especially being self-aware, will strengthen the servant-leader. Fostering awareness can be difficult, as one never knows what may be discovered.
5. Persuasion - While traditional leaders rely heavily upon their positional authority in making decisions, servant-leaders rely on persuasion to convince others in order to build consensus within groups. This principle is noted as one of the clearest distinctions between the traditional [authoritarian](#) model and that of servant leadership.
6. Conceptualization - The ability to look at a problem or the organization from a conceptualizing perspective so that one goes beyond the day-to-day realities in order to bring visions to reality.
7. Foresight - Using the intuitive mind to understand lessons from the past, the realities of the present and the likely consequence of a decision in the future in order to solve complex problems.
8. Stewardship - Holding the institution in trust for the greater good of society.
9. Commitment to the Growth of People - People have an intrinsic value beyond their tangible contributions as workers, thus the servant leader is deeply committed to a personal, professional and spiritual growth of each and every individual within the organization.
10. Building Community – Servant-leaders seek to identify a means for building community among those who work within a given institution.





Clarke County Government Leadership

The Clarke County Board of Supervisors in 2014 created the Clarke County Fire and EMS Commission to develop a Strategic Plan to help Fire and EMS identify the strengths and weakness in the system. The Commission developed a Strategic Plan that outlined seven strategic goals. These goals were established as a tool for the evaluation of the Fire and EMS system annually.

The strategic review examines progress made to each of these seven strategic goals in calendar year 2016. Each strategic goal was broken down into strategies. These strategies are the first step in evaluation process. Progresses made in each of the seven strategic goals are outlined in the strategic review (to be completed by end of February 2017).

1. Strategic Vision and Effective Leadership: To ensure that decisions are driven by a strategic vision and plan for the Department; to have excellent leadership at all levels; to ensure that all companies work under one umbrella with an emphasis on sharing resources and a focus on professionalism and discipline.

2. Fire and EMS Operations: To provide excellent Fire and Emergency Medical Services, i.e., the proper level of care and timeliness of service, 24 hours a day and seven days a week.

3. Recruitment and Retention: To ensure that we have sufficient volunteers in the Fire and EMS Department to remain a predominantly volunteer Department.

4. Resource Management: To maintain quality equipment, apparatus, facilities; to ensure state-of-the-art technology to meet the mission of the Department; and to guarantee that the Fire and EMS Service is fiscally sound and applies the best financial management practices.

5. Health and Safety: To provide for the health and safety of all Department employees and volunteers.

6. Employee Development: To ensure a well-trained and qualified workforce that is proficient in state-of-the-art Fire and EMS skills; and to ensure that training opportunities meet the needs of a volunteer workforce.

7. Community Outreach and Partnerships: To increase community awareness of Fire and EMS operations to gain support and encourage citizen involvement.



2016 Incident Statistics

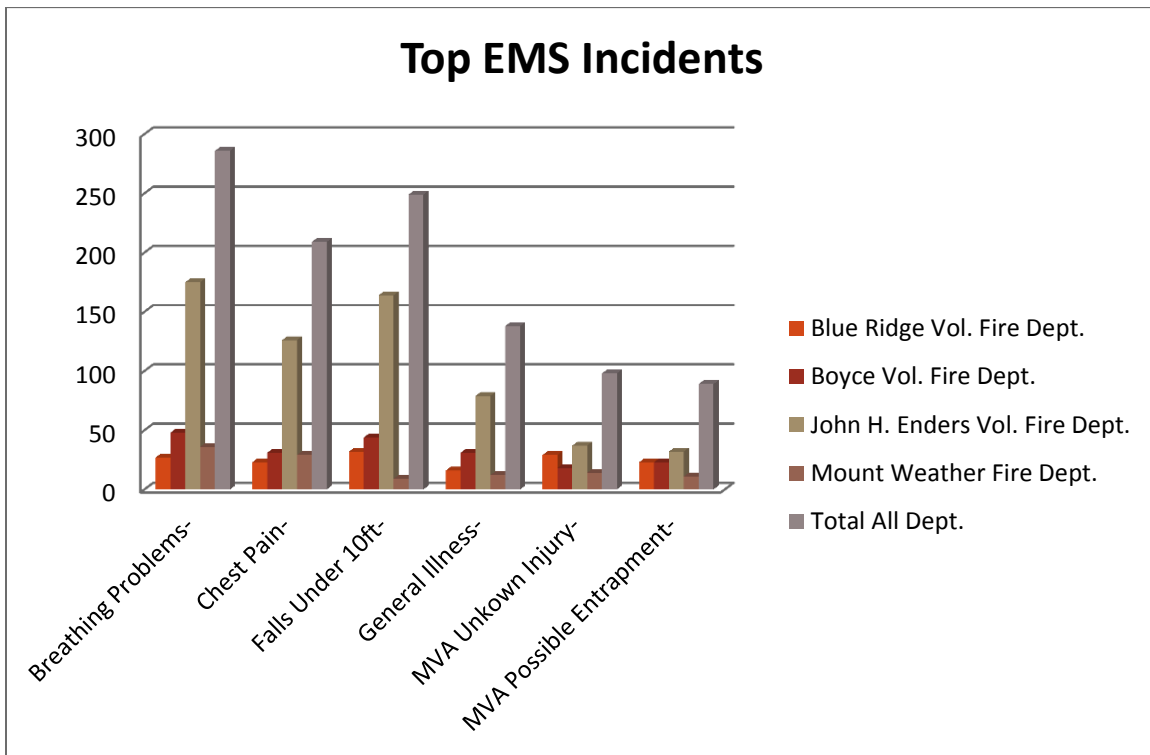
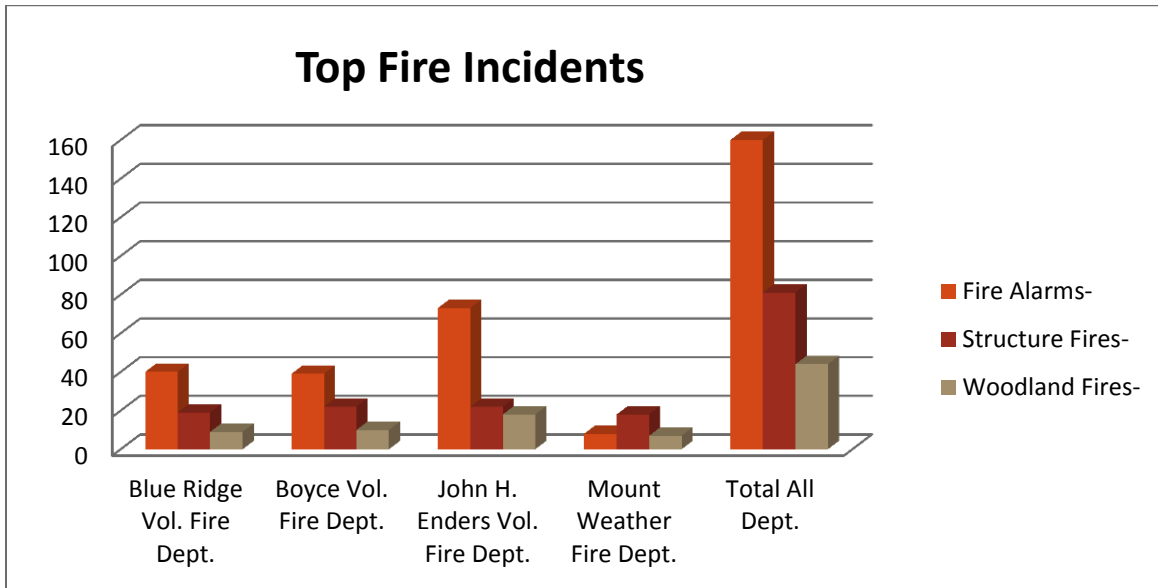
The following is a breakdown of the leading incident types for calendar year 2016. The highest three incident types for Fire and highest six incidents for EMS are listed below.

	Blue Ridge Vol. Fire Dept.	Boyce Vol. Fire Dept.	John H. Enders Vol. Fire Dept.	Mount Weather Fire Dept.	Total All Dept.	% of Total
Fire Incidents						
Fire Alarms-	40	39	73	8	160	18.8%
Structure Fires-	19	22	22	18	81	9.5%
Woodland Fires-	9	10	18	7	44	5.2%
Total All Call Types-	174	214	361	100	849	

	Blue Ridge Vol. Fire Dept.	Boyce Vol. Fire Dept.	John H. Enders Vol. Fire Dept.	Mount Weather Fire Dept.	Total All Dept.	% of Total
EMS Incidents						
Breathing Problems-	27	48	175	36	286	10.9%
Chest Pain-	23	31	126	29	209	8.0%
Falls Under 10ft-	32	44	164	9	249	9.5%
General Illness-	16	31	79	12	138	5.3%
MVA Unknown Injury-	29	18	37	14	98	3.8%
MVA Possible Entrapment-	23	23	32	11	89	3.4%
Total All Call Types-	350	580	1421	261	2612	

Total Incidents All Departments - 3461

Some incidents are supported by multiple Departments therefore; one incident may be recorded under one or all Departments.



Other 2016 Accomplishments

The Clarke County Fire-Rescue system accomplished several tasks in 2016; here are a few of them:

- Moved insurance cost to the fee-for-service EMS program
- Arrival of a new Ambulance for the Boyce VFD
- A combined hose, ladder and pump testing program funded through the Fire Programs Four-for-Life funds
- New Engine development for Blue Ridge VFD
- Funding approval for the purchase of 7-8 sets of Personnel Protective Equipment for career personnel
- Formation of a joint Public Safety (Fire-Rescue & Law Enforcement) Technology Committee to address current and future Technology needs.



2017 Fire & EMS Goals

The Clarke County Fire-Rescue system is committed to providing the highest levels of service to our customers. This requires constant evaluation of the services we provide. In 2017 our goals include;

- Reducing response times
- Increasing system communications
- Improve Emergency Management Procedures
- To increase volunteerism
- Increase Training Capabilities

Conclusion

The Clarke County Fire-Rescue system is a combination career-volunteer system dedicated to providing the highest levels of service to our customers. 2016 provided many challenges and accomplishments to include the continued implementation of the Fire-EMS Commission Strategic Plan, evaluation of response times, fiscal year 18 budget preparation and the appointment of a new Director just to name a few. Clarke County Fire-Rescue saw an increase of approximately 5% in incidents. This report is intended to give a quick overview of the information related to Fire-EMS services in Clarke County.